



MINUTES OF THE BOARD OF SUPERVISORS  
COUNTY OF LOS ANGELES, STATE OF CALIFORNIA

Sachi A. Hamai, Executive Officer-  
Clerk of the Board of Supervisors  
383 Kenneth Hahn Hall of Administration  
Los Angeles, California 90012

At its meeting held March 27, 2007, the Board took the following action:

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The following item was called up for consideration:

Chief Administrative Officer's recommendation to approve changes in the Management Appraisal and Performance Plan (MAPP) effective April 1, 2007, including the addition and deletion of designated classes from MAPP and adjustments in salary ranges; approve introduction of ordinance necessary to implement the changes; and instruct the Auditor-Controller to make the necessary payroll system changes; also set May 22, 2007 at 9:30 a.m. for public hearing on proposed technical amendments to the Civil Service Rules necessary to fully implement changes to MAPP.

On motion of Supervisor Antonovich, seconded by Supervisor Knabe, unanimously carried, the Board approved the Chief Administrative Officer's attached recommendations.

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Attachment

Copies distributed:

Each Supervisor  
Auditor-Controller  
Chief Administrative Officer  
County Counsel

(ALSO SEE BOARD ORDER NO. 24 THIS DATE)



County of Los Angeles  
**CHIEF ADMINISTRATIVE OFFICE**

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DAVID E. JANSSEN  
Chief Administrative Officer

March 27, 2007

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, CA 90012

Board of Supervisors  
GLORIA MOLINA  
First District

YVONNE B. BURKE  
Second District

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MICHAEL D. ANTONOVICH  
Fifth District

Dear Supervisors:

**CHANGES TO MANAGEMENT APPRAISAL AND PERFORMANCE PLAN  
(3 VOTES)**

**IT IS RECOMMENDED THAT YOUR BOARD:**

1. Approve changes to the Management Appraisal and Performance Plan (MAPP) effective April 1, 2007, including the addition and deletion of designated classes from the MAPP and adjustments in salary ranges as set forth in the accompanying ordinance.
2. Approve the accompanying ordinance amending Title 5, Personnel, and Title 6, Salaries, of the County Code necessary to implement Recommendation 1 above.
3. Instruct the Executive Officer to schedule and announce a public hearing, as required by the County Charter, on technical amendments to the Civil Service Rules necessary to fully implement Recommendation 1; and instruct the Chief Administrative Officer to place the ordinance necessary to effectuate such amendments on the agenda for introduction and adoption. A draft of the proposed Civil Service Rule changes is attached.
4. Instruct the Auditor-Controller to make payroll system changes necessary to implement the recommendations contained herein.

### **PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION**

On January 30, 2007, your Board approved changes to the MAPP that will improve the overall performance management value of the Plan. These recommendations will fully implement those changes effective April 1, 2007. In addition, the recommendations in this letter will implement the results of a County-wide classification and compensation study of Human Resources Manager and Administrative Deputy positions. These positions will be included in the MAPP and it would be appropriate to implement the study results at this time.

### **Changes to MAP Plan**

The aforementioned January 30, 2007, Board letter on this matter generally described the various changes to the MAPP that will take effect on April 1, 2007. A key change involves the division of the program into two components referred to as "Tier I" and "Tier II." Tier I applies essentially to Department Heads, Chief Deputies, and other unclassified positions reporting to Department Heads or Chief Deputies. Tier II applies to all other lower level MAPP positions. Both Tiers provide for a much improved performance evaluation process, and much greater certainty that pay and performance will be linked together as they should be for this group of key management staff. The accompanying ordinance establishes MAPP pay ranges for each affected class and provides other ordinance authority necessary for the operation of the amended MAP Plan.

In the January 30, 2007 Board letter, we indicated we would consult with County Departments regarding the impact of these changes and any related Department specific pay issues. We stated we would make further recommendations regarding the MAPP, where appropriate, including, if necessary, recommendations relating to changes in MAPP salary ranges. It is our purpose, in this regard, to identify specific salary compression issues, or other pay problems, that may exist separate and apart from the general dysfunction of the MAPP described in our January 30, 2007 letter. Toward this end, we looked at the management organizational structure and internal pay relationships in each Department, and we have identified, in a number of instances, problems that require further Board action to correct.

The review completed thus far has covered 31 Departments employing approximately 70% of the current County-wide MAPP population. For this group, we have identified a number of internal pay alignment problems and are recommending upward salary range adjustments for 242 MAPP employees in 99 classes as detailed in the accompanying ordinance. In most instances, these changes are necessary to provide an appropriate

supervisor/subordinate pay differential between each affected MAPP class and the classes above and below it in each organization. We found a number of instances where MAPP employees are paid nearly the same (and in one case less) than the individuals they supervise because the current pay ranges are stacked on top of each other with insufficient differential in-between. These recommendations "decompress" these situations. We are recommending no change for approximately 333 employees in 124 classes where we found no problems.

There is no universal standard regarding supervisor/subordinate pay range differentials. It is a matter of determining what is reasonable. However, the MAPP pay "grid" provides for salary ranges that are vertically 7.5% apart (bottom to top) and we believe that two of these ranges, or 15%, should be the general guideline for determining the proper pay range differential between supervisor and subordinate. This should be the difference in pay range, not actual pay. Differences in actual pay may be smaller depending on where the employees fall within their respective ranges. The pay range designations contained in the accompanying ordinance reflect adjustments based on this guideline.

Our review also addressed whether the right classes are currently included in the MAPP. We are recommending that approximately 311 employees in 49 classes be moved from the MAPP to the "step pay plan" applicable to most other County employees. This is approximately 25% of the current MAPP population. A listing of these classes with the recommended salary schedule is shown in Attachment A. We are also recommending that approximately 42 employees in 3 classes be added to MAPP as shown in Attachment B.

#### **Little to No Impact on Actual Pay Rates on April 1**

The recommended changes in MAPP pay ranges for the aforementioned 242 employees will initially result in little to no change in the actual pay rates – even though serious compression problems exist in some cases. In this letter, we are recommending changes in salary range designations, not actual pay rates. We are effectively moving the ranges around the existing pay rates much like moving the lens of a camera around a stationary subject. There will, of course, be long-term consequence to adjusting these pay ranges as employees move through the ranges over time, but there will be little to no short-term impact.

Although there will be little to no change in actual pay rates on April 1, 2007, the existing County Code, and the amendments in the accompanying ordinance, provide the Chief Administrative Officer with the authority to make adjustments in actual pay rates on an

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ad hoc individual employee basis. The ordinance also includes a new provision that specifically recognizes the need to do this where an employee is paid less than a subordinate staff member. Over the next several weeks, and continuing into the future, we intend to use this authority to remedy superior/subordinate pay inequities as we find them. No further Board action will be required in support of this endeavor.

Notwithstanding the foregoing, the employees impacted by Tier II will see a slight change in actual pay rates on April 1, 2007 due to the technical aspects of converting them to the Tier II pay structure. As explained in the January 30, 2007 Board letter, these employees are transitioning from pay ranges that currently have no "salary steps" to Tier II ranges that have 18 steps. They will be placed on the nearest step in the applicable MAPP range that provides no loss in actual pay. That change will cause a one-time adjustment in actual pay which will vary by individual from nearly zero to slightly less than 3%. We are estimating the average change in actual pay at 1.2%. Tier I employees will see no change in actual pay on April 1, 2007.

#### **Remaining County Departments**

We are not making recommendations at this time for MAPP positions in the Chief Administrative Office, Department of Human Resources, Office of Public Safety; Probation Department, Department of Public Works, the Public Health Department, and the Department of Health Services. Except for the Department of Health Services, the organizational structures in these departments have recently undergone, or are currently undergoing, review which may impact our recommendations. In the case of the Department of Health Services, we need additional time due to the sheer size and complexity of this Department.

We plan to submit further MAPP recommendations for these departments no later than May 29, 2007. In the meantime, the employees in question will remain in their current MAPP salary ranges and will be generally unaffected by the changes recommended in this letter. Any recommendations ultimately approved for these employees will provide for no negative impact as a consequence of the timing of the implementing actions.

#### **Human Resources Managers and Administrative Deputies**

As noted above, these recommendations include the implementation of study findings to align human resources manager positions and administrative deputy positions across the County to ensure appropriate classifications and equitable salaries. These recommendations will result in the County's enhanced ability to attract, motivate, and retain qualified employees to fill these critical management positions. Attachment C

lists six new classes that are being created as result of this study. Attachment D lists, by Department, position reclassifications resulting from the study.

#### **Implementation of Strategic Plan Goals**

The actions recommended in this letter promote workforce excellence, organizational effectiveness, and fiscal responsibility by providing your Board and management staff with the tools and incentives to enhance the quality and productivity of the County workforce.

#### **FISCAL IMPACT/FINANCING**

As noted above, Tier II employees will be placed on a discrete step in a Tier II MAPP pay range on April 1, 2007. Employees being removed from MAPP to the step pay plan will likewise see a slight change in salary when they are placed on specific salary step. The cost of these one-time adjustments is estimated at \$1.4 million on an annualized basis (all funds). Sufficient funds are available to cover these costs.

#### **FACTS AND PROVISIONS/LEGAL REQUIREMENTS**

The changes to MAPP approved on January 30, 2007 included, among other things, the creation of a fifth performance rating category equivalent to "Very Good." As the label implies, this rating may be applied to employees who deserve a rating of more than "Competent" but less than "Outstanding."

This change will require technical changes in existing Civil Service Rules relating to (i) Rule 17.04 - Restoration after subsequent appointment, (ii) Rule 19.03 - Order of layoff, (iii) Rule 20.02 Ratings, (iv) Rule 20.11 - Management appraisal and performance plan participants. These proposed changes amend these Rules by inserting the necessary references to the new rating categories and the associated definitions. These changes are purely technical in nature and will only apply to MAPP participants who are all non-represented employees. Therefore, no consultation or negotiation with employee representatives is required.

Where Civil Service Rule changes are concerned, the County Charter requires a public hearing with at least seven working days notice. These changes will also require an ordinance. Attachment E contains a draft copy of the requisite ordinance. We are, therefore, recommending that a hearing be scheduled and the necessary ordinance be placed on the agenda for introduction and adoption.

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The accompanying ordinance implementing amendments to Title 5, Personnel, and Title 6, Salaries, of the County Code has been approved as to form by County Counsel.

**IMPACT ON CURRENT SERVICES (OR PROJECTS)**

None.

Respectfully submitted,



DAVID E. JANSSEN  
Chief Administrative Officer

DEJ:SRH  
WGL:SJM:df

Attachments (5)

c: All Department Heads